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PERSONNEL
16 April 1954

TABLES OF ORGANIZATION

Rescission: CIA Notice [REDACTED] dated 27 May 1952

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1. GENERAL

This Regulation prescribes responsibilities for the coordination of Tables of Organization; for the allocation and control of personnel ceilings; and sets forth the responsibilities and procedures for handling proposed or changed Tables of Organization.

2. DEFINITIONS

Table of Organization changes consist of the following:

a. ORGANIZATIONAL CHANGES

These are changes in the organizational structure or staffing pattern of an Agency component. They include modifications of organizational structure, additions or deletions of authorized positions, or changes in nomenclature of Agency components.

b. FUNCTIONAL CHANGES

These are additions, deletions, or changes in the functions assigned to an Agency component. They may or may not affect the organizational structure.

c. CLASSIFICATION CHANGES

These are changes in nomenclature or grade for positions on approved Tables of Organization which do not affect the organizational structure or basic functions assigned to particular positions.

3. SCOPE

The provisions of this Regulation apply to all activities in which staff employees, detailed civilian personnel, detailed military personnel, and certain staff agents are utilized.

4. RESPONSIBILITIES

- a. Chiefs of Administrative Offices of the Deputy Director (Administration), Assistant Directors of the Deputy Director (Intelligence), Chiefs of Senior Staffs and Area Divisions of the Deputy Director (Plans), the Assistant Director for Communications, the Director of Training, and the Assistant Director for Personnel are responsible for timely submission, through channels, of proposals for Tables of Organization or changes thereto affecting their respective organizations. In the case of a particular field or project Table of Organization which in the judgment of the Deputy Director (Plans) is too sensitive for this procedure, the Director of Central Intelligence will be requested by the Deputy Director (Plans) to make an exception so as to permit final approval of the Table of Organization in this instance by the Deputy Director (Plans).
- b. The Chief of the Management Staff is responsible for coordinating proposed new Tables of Organization or organizational or functional changes as defined in paragraphs 2a and b above with other Agency components concerned and for the following:

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- (1) Examination as to soundness of organizational structure, functions, and procedures.
- (2) Quantitative evaluations as to manpower and numbers and types of positions required.
- c. The Comptroller will examine the proposed Tables of Organization in the light of budgetary, fiscal, and allied matters.
- d. The Assistant Director for Personnel is responsible for position classification and wage review, for the maintenance of personnel ceiling records, for the maintenance of Table of Organization position records, and the dissemination of approved Tables of Organization and changes thereto.
- e. The Deputy Director (Administration) will allocate military and civilian personnel ceilings.

5. AUTHORITIES

- a. The Deputy Director (Administration) is authorized to approve those proposed Tables of Organization and personnel ceiling changes which are concurred in by all officials concerned. Where there is a nonconcurrence, the proposal and all supporting papers shall be submitted to the Director of Central Intelligence by the Deputy Director (Administration) for determination.
- b. The Assistant Director for Personnel is authorized to classify positions listed in proposed Tables of Organization. Proposals involving supergrades will be processed in accordance with Regulation [REDACTED]

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6. PROCEDURES

- a. Requests for Tables of Organization or changes thereto shall be submitted by the requesting official, through channels, as follows:
 - (1) Requests involving organizational changes or changes in functions (see paragraphs 2a and b above) shall be submitted in quadruplicate to the Chief of the Management Staff.
 - (2) Requests involving position classification changes only (see paragraph 2c above) shall be submitted in duplicate to the Classification and Wage Division, Office of Personnel.

Requests shall be supported by such statements of justification, workload or work measurement data, organizational charts, statements of functions, and statements of basic related procedures as are necessary for review and action on the proposals. Requests involving position classification changes shall include statements of the duties and responsibilities of all positions involved.

- b. The Chief of the Management Staff, upon receipt of a request, will coordinate the request with the Assistant Director for Personnel and with other Agency components concerned, including the Logistics Office where appropriate. Comments received will be reviewed by the Chief of the Management Staff, summarized, and forwarded with recommendations to the Deputy Director (Administration).
- c. The Office of Personnel, upon receipt of a request involving position classification changes only, shall coordinate the request with the Comptroller prior to approval where significant budgetary considerations are involved. Minor position classification changes will be reviewed by the Comptroller through a post audit of Forms No. 30-25, T/O Change Authorizations.
- d. Tables of Organization or changes thereto approved by the Deputy Director (Administration) or the Director of Central Intelligence shall be forwarded by the Chief of the Management Staff, to the Assistant Director for Personnel for dissemination. The Assistant Director for Personnel, or his designee, shall notify all organizational components concerned of such approvals. Notification shall be made on Form No. 30-25 or tabulating machine listings which will

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serve as immediate authorization for the encumbrance of the positions involved. Complete Table of Organization listings will be provided quarterly.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

L. K. WHITE
Acting Deputy Director
(Administration)

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DD/S
55-2888

7 OCT 1955

TO : Deputy Director (Support)

SUBJECT: Revised Personnel Promotion and Assignment Policies

1. PROBLEM:

To revise personnel assignment and promotion policies to meet demands for added operational flexibility.

2. ASSUMPTIONS:

- a. That the Agency will continue to use the pay grades and pay scales provided by the Classification Act of 1949, as amended, but may make additional modifications of basic Classification Act principles insofar as is necessary to increase effectiveness of personnel management in meeting operational requirements.

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- b. That existing [REDACTED] Tables of Organization, will be revised to provide for a Table of Organization for each Directorate consisting of a Staffing Complement and a Development Complement. These Complements will consist of the authorized positions to which assignments and promotions may be made.

3. FACTS BEARING ON THE PROBLEM:

- a. Heads of Career Services are responsible for ensuring that all employees under their jurisdiction are considered for promotion and for recommending to the Director of Personnel the promotion of those who are best qualified. [REDACTED]
- b. There are times when the concept of promotion for merit, based on a competitive evaluation of employee's accomplishments and value to the Agency, runs counter to the concept of pay based solely on current duties performed.

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- c. Existing requirements for promotion [REDACTED] include:

(1) time-in-grade requirements; (2) qualification requirements; (3) existence of a suitable higher graded position through either a vacancy, establishment of a new position, or the reclassification of an existing position.

- d. The pertinent features of the Agency's present assignment policy [REDACTED] provide:

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- (1) As a rule, the employee's grade will be no higher than that authorized for the position which he occupies.

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- (2) An employee may be assigned to a position of higher grade than his own.
- (3) Temporary assignment of employees to lower graded jobs is authorized under stipulated conditions. Such assignments are limited to one percent of the component's ceiling.

4. DISCUSSION:

- a. In the application of existing promotion policies, there are times when the requirement that a person must be performing higher grade duties to be promoted runs counter to the Agency's need for flexibility in promoting employees based on (1) their value to the Agency, (2) willingness to serve in all areas, and (3) competitive evaluation of each employee's abilities and accomplishments with others at their grade level and in the same Career Service. Application of conventional position analysis techniques to duties assigned to career employees sometimes results in denying them promotions when the evaluation of the job does not warrant its upgrading and therefore cannot accommodate the promotion. This is most apt to occur in overseas assignments when an individual cannot, in the best interests of the Agency, be reassigned (until he completes his tour of duty) to another position which would accommodate the promotion. Even in Headquarters, there are occasions in which individuals are so closely associated with a project or operation that it is contrary to the Agency's best interests to reassign them prematurely to other positions of higher grade in order to obtain promotion. Under any of these circumstances, it does not seem equitable for the Agency to delay or deny an employee's promotion solely because of the grade of the position in which the Agency needs him at the moment.
- b. The "promotion block" situation described should not be resolved by a distortion of the Agency classification structure to accommodate each promotion. Instead, it is essential to sound management that the classification structure of each organization be valid in order that the best personnel assignments and optimum personnel utilization may be obtained over the long run.
- c. The inequities of the present promotion policy could be resolved by revising the policy to authorize the promotion of an employee who has been competitively selected for promotion by the Head of his Career Service but who must temporarily remain in a job classified at his current grade. Such a revised policy would operate within certain budgetary and grade controls, discussed in paragraph e below, to ensure that total grade authorizations for each Career Service are not exceeded.
- d. To maintain consistency with the revised promotion policy as described herein, added flexibility in the existing assignment policy could be attained by eliminating the one percent control limit presently applicable to assignments of employees to positions of grades lower than their own.

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SUBJECT: Revised Personnel Promotion and Assignment Policies

It seems preferable that Heads of Career Services should be able to assign personnel to lower graded positions as justified by operational exigencies, so long as the total grade structure of the Career Service is not exceeded. The present one percent limitation on such assignments is an arbitrary limit without empirical justification.

- e. The Heads of Career Services play a major part in administering the Agency's promotion and assignment programs. Therefore, it would simplify administration of these revised policies if procedures to control promotions and assignments were established in relation to the grade structure within each Career Service and administered by Career Service Heads. Effective controls could be introduced if all Staffing Complement positions were tabulated by grade level for each Career Service, a proportionate adjustment at each grade level made to recognize Development Complement positions, and this combined authorization identified as the "Career Service Grade Authorization". Each Career Service would be responsible for ensuring that the distribution of employees by grade levels within the Career Service would not exceed the grade authorization thus computed. In order that the on-board staffing status of each Career Service could be computed on an equitable and uniform basis, military personnel assigned to Staffing or Development Complements would be charged against the Career Service Grade Authorization based on the assimilated rank table in [REDACTED]

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5. CONCLUSIONS:

- a. Application of conventional position evaluation techniques needs to be coupled with flexible promotion procedures to permit an employee's proper advancement when the interests of the Agency require his services in the lower graded position.
- b. Heads of Career Services should be authorized to make assignments of personnel to lower graded jobs as required by operational needs provided that such assignments do not exceed the total grade structure authorized for the Career Service.
- c. Revised policies and comparatively simplified controls to correct the problems discussed can be introduced.

6. RECOMMENDATIONS:

It is recommended that the Director of Personnel be directed to prepare implementing documents to:

- a. Authorize the promotion of an employee to one grade level above that of the position to which assigned when this action is merited based on the competitive evaluation of the employee's accomplishments and value to the Agency and provided that it is in the best interests of the Agency to retain him in the position concerned.

SUBJECT: Revised Personnel Promotion and Assignment Policies

- b. Eliminate the one percent of component ceiling as a control figure which limits the assignment of personnel to lower graded positions and provide in lieu thereof that such assignments may be made as required by operating conditions subject to controls at the Career Service level outlined in the following paragraph.
- c. Control assignments and promotions to ensure that total Staffing Authorizations by grade level and Career Service are not exceeded. The controls will be established by:
 - (1) Computing Career Service Grade Authorizations by tabulating by grade level all positions designated to each Career Service on Staffing Complements plus appropriate proportionate adjustments at each grade level to consider the Development Complements.
 - (2) Requiring that each Career Service maintain an employee grade distribution that will not exceed the Career Service Grade Authorization.

[REDACTED]
Harrison G. Reynolds
Director of Personnel

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ACTION BY APPROVING AUTHORITY:

APPROVED: *for submission* *X* *L. K. White*

[REDACTED]
L. K. WHITE

Deputy Director (Support)

FOIAb3b

Date:

OCT 27 1955

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Comments, Questions and Proposed Answers Relating to Staff Study "Revised Personnel Promotion and Assignment Policies" (NOTE: The following questions and answers or comments are keyed to pertinent sections of subject staff study)

2a. Q: What modifications of Classification Act principles have been made to date in our personnel program?

A: The current regulation (Black Duck) on assignments to lower grade positions; the system of assignment to positions of higher grade; the system of personnel actions based on T/O approvals rather than individual allocated position descriptions.

2b. Q: What will a Staffing Complement consist of?

A: The Staffing Complement will be a document essentially the same as the present T/O except that personnel assigned to it will be contributing directly to the work load. (Non-work load personnel such as trainees, in-and-out casuals, will not be carried on the Staffing Complement.)

Q: What will a Development Complement consist of?

A: The Development Complement will consist of a ^{title} group of positions ^{calling authorization} designated without ^{allocated} grade or Career Service Designation attached to the jurisdiction of a Deputy Director of Career Board of sufficient number for use in assigning in-casuals, out-casuals, trainees, new employees, details.

or head of a Career Service

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3a. Current promotion policy in [redacted] states "the fact that a promotion action is recommended constitutes a certification by the head of the Career Service involved that the individual is considered to be the best qualified of those within the zone of consideration."

4a. Comment: This paragraph summarizes the reasons why our existing promotion policy has been characterized as inflexible and provides a justification for the adoption of a policy more consistent with Career Service concepts.

4c. Q: Regarding paragraph 4c. How will the problem of competitive selection for placement work within the Career Service?

A: It is thought that the Career Board and Panels criteria will be developed for the Career Boards preferably through regulations. Examples of such criteria are:

- a. Satisfaction of the time and grade requirements present employees must have reached applied to the position considered for.
- b. Nominations must be approved by the Panel and/or Board concerned.

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of "Revised Promotion and Assignment Policies" 2001/03/30

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- e. Personnel in like jobs will be compared.
- d. The most recent Fitness Report must indicate that the individual is already performing at the level of the next higher grade.

4d. Q: What will happen to the Black Duck Regulation [REDACTED]

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A: The Black Duck Regulation will be rescinded and assignment procedures in the light of that new policy will be published.

4e. Q: How will the proposed controls work with regard to assuring that, at any given grade, the number of personnel will not exceed the number of positions authorized at that grade?

A: For each Career Service, a "Career Service Grade Authorization" will be computed. This CSGA will consist of all Staffing Complement positions plus a proportionate adjustment (to be determined in the light of past and current experience) to recognize Development Complement positions. A theoretical example of such a computation is shown below:

<u>Agency Staffing Complements:</u>	<u>Total Grade Structure Staffing Complements</u>	<u>Adjustment for Devel. Complement (20)</u>	<u>Career Ser. Grade Author</u>
<u>Office of Security</u>			

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Foreign Division "A"

Sec. Of. GS-14	SS
Sec. Of. GS-13	SS
Sec. Of. GS-11	SS
Sec. Asst. GS-07	SS

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Statistics Office

Sec. Of. GS-13	SS
Sec. Asst. GS-07	SS

Staffing Complement Total

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Each Career Service would be responsible for ensuring that this distribution of employees by grade levels within the Career Service would not exceed the CSGA thus computed. Military personnel will be charged against the CSGA per the assimilated rank table in [REDACTED]

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TABLE OF ORGANIZATION

STAFF CEILING

1. The Staff Ceiling is a limiting figure which establishes the maximum number of personnel who may occupy positions on Agency tables of organization, in duty status, at any given time, subject to the availability of funds. The Staff Ceiling will include:

- a. Staff Employees and Staff Agents.
- b. Military personnel detailed to the Agency from their parent services who function in a staff capacity.
- c. Civilian employees of other Government agencies detailed to the Agency by official personnel action as of the effective date of that action.

2. Personnel in leave without pay status for short periods up to thirty (30) days will be absorbed, i.e., the individual concerned will be counted within the Staff Ceiling. When an official personnel action places an employee in LWOP status in excess of thirty (30) days the individual will not be so counted, *as of the effective date of that action.*

3. Personnel detailed from the civilian staff of the Agency to another Government agency, by official personnel action, for a period in excess of thirty (30) days, will not be counted against the Staff Ceiling as of the effective date of that action.

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4. Ceiling limitations will not preclude the obligatory return or restoration of personnel to duty even though such action may temporarily result in having more individuals on duty than authorized under the Staff Ceiling. In such cases, the personnel strength will be reduced to the Staff Ceiling level through the process of attrition at the earliest practicable date.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

L. K. WHITE
Deputy Director
(Support)

DISTRIBUTION: AB

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25 NOV 1955

MEMORANDUM FOR: Chief, Position Evaluation Division, OP
SUBJECT : Transcript of CIA Career Council Meeting,
10 November 1955

1. Attached is the transcript of the 11th Meeting of the CIA Career Council of 10 November 1955. This transcript is background material for your files, if so desired.

2. It is the policy of the Career Council that direct quotations, "on the record", from the transcript are not authorized.

SIGNED


Executive Secretary
CIA Career Council

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Attachment:
Transcript of CIA
Career Council Copy #3

Distribution:
Orig. and 1 - Addressee
✓ 1 - Subj file
1 - Chrono

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